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## Changing Consumer and Brand Behavior in the Early Stages of the COVID-19 Pandemic in Russia

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Vasily Starostin<sup>1</sup>, Evgeniy Samokhodkin<sup>2</sup>, Alisa Elzon<sup>3</sup>

**Abstract:**

**Purpose:** The aim of this article is to examine changes in consumer behavior and marketing decision making for brands during the initial stages of the Covid-19 pandemic in Russia. Another goal was on identifying the response strategy of brands in the Russian market and analyzing the set of communication decisions taken by the state before the introduction of the restrictions and the closure of several infrastructure facilities.

**Design/Methodology/Approach:** The research design includes various methods, content analysis of secondary sources, online survey, conducting in-depth interviews, case study, observation.

**Findings:** Companies that actively demonstrate and implement the fundamental principles of CSR are able to integrate more smoothly into the emerging market type. An essential task for the state during the period of active virus spread is to provide reliable information to citizens using specialized services, mobile applications and hotlines that provide access to new and verified by regulatory authorities information.

**Practical implications:** The results can be used by brands in the aspect of forming a marketing strategy in the short and long term, as well as by government bodies to create a set of measures for communication interaction with citizens in an emergency.

**Originality/Value:** Covid-19 and the establishment of quarantine steps on the daily lifestyle of people and their consumer behaviour in the context of several product categories were considered. The behaviour of companies and brands adapting to new strategies of communication with consumers has been analyzed. Research hypotheses have been formulated, questionnaires and interviews were conducted with representatives of different age categories. Based on their responses, a statistical summary was provided, and conclusions were drawn.

**Keywords:** COVID-19, consumer behavior, marketing strategy, Russia.

**JEL classification:** M31; P46; I15.

**Paper Type:** Research study.

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<sup>1</sup>Associate Professor, Head of Advertising and PR Department, Institute of Marketing, State University of Management, Russia, e-mail: [vs\\_starostin@guu.ru](mailto:vs_starostin@guu.ru);

<sup>2</sup>Junior researcher, Institute of Marketing, State University of Management, Russia e-mail: [rodentforme@gmail.com](mailto:rodentforme@gmail.com);

<sup>3</sup>Junior researcher, Institute of Marketing, State University of Management, Russia e-mail: [mdbrother5@yahoo.com](mailto:mdbrother5@yahoo.com);

## **1. Introduction**

At the beginning of 2020, the Covid-19 coronavirus pandemic began to spread actively around the world. The situation is particularly difficult in Italy, Spain, China, Iran, South Korea and the United States. Unfortunately, this problem has also affected Russia and has had a severe impact on various spheres of activity. The situation is developing very quickly, and every week we see serious changes that affect various spheres of society, the state and business.

Covid-19 is at various stages of its spread, as the current situation requires for an immediate response and the introduction of several decisions that have a rapid effect. In other words, the behaviour of the population, business, and government vary significantly at different stages of the pandemic (Khan *et al.*, 2020; Grima *et al.*, 2020).

This study is aimed at studying consumer behaviour, brand and business responses, activities of state institutions in Russia in the context of distribution Covid-19 in the early stages of the pandemic before setting the restrictions and the closure of several infrastructural facilities. The obtained results can be used by research organizations, the scientific community, as well as companies and brands to adapt marketing and communication strategies. Authors are also focused on identifying the response strategy of brands in the Russian market and analyzing the set of communication decisions taken by the government. The objectives of this study are to determine the attitude of different age groups to specific categories of goods and services in the conditions of quarantine. The following research hypotheses were put forward for the study:

*Hypothesis 1: Consumer purchasing behaviour varies across individuals depending on the generation of respondents.*

*Hypothesis 2: Brands need to adapt their marketing and communication strategies to adapt to changing consumer behaviour.*

*Hypothesis 3: Public authorities should develop a unified public relations program during the current crisis.*

## **2. Literature Review**

The review includes different sources of information research articles, reports from research agencies, and media publications previously published on a specific or related subject.

It should be noted that the spread of coronavirus has a direct impact on the behavioural habits of ordinary consumers, as well as on the strategy of interaction between brands and potential buyers. It is important to understand that the problem is global and requires government intervention. Examples are the decision of the authorities of various States to cancel traditional format of Eurovision 2020, as well

as the decision of the International Olympic Committee and UEFA to suspend the Olympics in Tokyo and the European Football Championship, which were supposed to be held in 2020.

## 2.1 Consumer Products and Retail Networks

A similar situation occurred in 2002-2003 during an outbreak of SARS, which had a similar impact on consumer behaviour and the market situation in terms of how brands interact with their target audience. A key factor in influencing the public in those years was the dynamical activity of both domestic and foreign media in order to cover this problem and, as a result, raise their ratings. A similar situation can be observed in the spread of coronavirus. The natural occurrence of a large number of info pods provokes uncertainty and excitement among buyers, forming certain behaviours. Thus, referring to RBC *“In Europe, sales of food and essential goods increased sharply. So, over the past few days in France, sales of pasta increased by 60%, flour by 25%, and rice by 20%. Besides, the French buy toilet paper and baby diapers”* (Interfax, 2020).

Online and offline retailers in Russia noted a significant increase in demand for products with a long storage period. Representatives of the online retailer «Utkonos» reported an increase in sales of canned food by 67% in the last week of February 2020 compared to the same period last year, groceries — cereals, pasta, etc. - by 55%. In «Auchan», the demand for canned food in the last two weeks of February 2020 increased by 5% compared to the beginning of the month.

Russian brands are actively adapting to the changing behaviour of real and potential consumers, offering additional services, changing and improving communication, product, sales and pricing policies, and implementing a set of measures aimed at increasing loyalty to the company. For example, the online supermarket «Perekrestok» began to organize free delivery of food to people of retirement age. Chain hypermarket «Lenta» installs plastic screens and sanitizers on cash registers and information counters to prevent the spread of coronavirus, and stickers will remind people in the queue to keep a distance of 1.5 m from each other.

Considering online food delivery services, Russia is expected to see an increase in specialized services that provide this type of service, as well as a decrease in the customer flow offline. At the initial stage of virus spread, companies that are more dependent on physical sales in offline locations (restaurants, coffee shops, etc.) may quickly allocate zones for contactless delivery/pickup of orders at the entrance, which can also be provided to other businesses. To combat the spread of infection «Yandex.Eda» and «Delivery Club» have already introduced a contactless delivery method when a courier leaves an order at the door. Russian pizza delivery network «Dodo pizza» starts delivering sanitizers and protective masks along with pizza. That was announced on Facebook by the company's founder, Fedor Ovchinnikov. Delivery will be existed out at cost; you can order bottled water. The brand has

chosen a strategy for creating and implementing an image based on social responsibility, *“so that the network in the current situation with coronavirus will bring some benefit in addition to pizza”* (AdIndex, 2020). Thus, the ability to quickly adapt to a dynamically developing situation will allow to minimize losses and implement the principles of socially responsible business.

## **2.2 Corporate Social Responsibility**

It is important to note that in modern technogenic society, the trend of social responsibility of companies to society in the aspect of responsible attitude to their employees is gaining momentum, the so-called CSR-corporate social responsibility. Considering the experience of Western countries, it can be argued that the key role in the implementation of this model of behaviour is played by state authorities and the media, which have the authority and recognition of citizens. For example, the publication «Times» analyzes the activities of companies and ranks them based on its criteria in the list of corporate social responsibility indices. It is advantageous for brands to adhere to this policy because of the real economic benefits-CSR directly affects the potential attractiveness of the business from specialized investors, which is why brands seek to take leading positions in such international ratings as the Dow Jones Sustainability Indices (DJSI) and the pan-European Stoxx of DJSI) and, accordingly, increase the value of their shares on the market. Strategically, this behaviour model can favourably influence the sustainable development of the brand in terms of working with potential and real target audience. Thus, the social responsibility of business is one of the key and priority tasks for marketing and personnel management.

Considering private practice, it should be noted that the pace of development of CSR basics, their implementation and economical maintenance is high. With the advent of the coronavirus, companies began to inform working staff about the current methods of protection against the potential spread of the disease. During the period of the ongoing epidemic, many brands carried out activities to assess and clarify mechanisms and emergency response plans for the spread and impact of the virus on employees, followed by the division of work responsibilities. For example, remote access to work was established in order to reduce the number of contacts within the workspace. A relatively small number of private companies have announced a complete suspension of operations for two months in order to prevent cases of illness among employees. Thus, CSR was implemented in Russia in the framework of an emergency response to the global spread of the pandemic using the above methods.

## **2.3 Tourism**

The World Health Organization has issued a global travel warning about coronavirus, which says that citizens should review all planned trips abroad. Many international flights were suspended or cancelled. Some domestic flights were also cancelled due to reduced demand. Demand for foreign travel is falling: compared to

the same period last year, it has decreased by almost 25%. Until the second half of March 2020, domestic tourism, according to «Interfax», has not suffered much. The most popular destinations are Sochi, the Elbrus region, Moscow, the cities of the Golden ring and Saint Petersburg. Holders of the «Aeroflot Bonus» loyalty program status have their privileges extended.

Due to the coronavirus outbreak, border closures by many countries, and flight cancellations, passengers will not be able to accumulate miles and bonuses themselves to confirm their status. «We decided to extend the elite level as a gift to our clients for the whole of the next year, 2021» (AdIndex, 2020). «S7» airlines temporarily stopped flights between Russia and several countries — Austria, Bulgaria, the Czech Republic, Croatia and Cyprus. The ban is valid until May 31, 2020. The company's management decided to take such measures in connection with the decision of the Ministry of Transport of Russia. For all those who need to return to Russia from these countries, the company organizes special Charter flights. «We understand that the situation with the spread of the virus does not allow you to travel as you are used to. Moreover, we strive to do everything possible so that our passengers can change their plans if necessary» (AdIndex, 2020).

## **2.4 Media Consumption**

Considering the social aspect (satisfaction of social needs) of the impact of the spread of coronavirus on the totality of everyday habits and behaviours of consumers, it is important to note that in Russia media consumption has not changed much. However, the example of other countries can predict the growth of digital consumption of linear TV, especially news content. According to the experience of China and Europe, the consumption of digital media is increasing (in particular, there is a significant increase in video streaming and news resources, remote work tools) and TV. For video (Digital and TV) shortly, the most relevant is equity-creative (including long copies), as well as integration into shows and sponsorship projects. Media channels are actively developing and implementing strategies to adapt to the consequences of the imposed quarantine. For example, online movie theatres offer free viewing of several movies and TV series on their platforms. These include MEGOGO, Tricolor cinema and TV (online app), Okko, ivi and Premier.

Brands, aware of the trend, are engaged in integrating media resources, the main task of which is to increase customer loyalty through indirect interaction with third-party resources. Examples can be the following projects: the launch by «Yandex.Dzen» a hashtag #Notboringathome, clicking on which the user is presented with a thematic ribbon, devoted to ways of spending time at home. Mobile operator «Beeline» has launched an application «Cub», in which anyone can find links to various public services while simultaneously classifying all resources. The technology company «Talenttech» has launched a special project called Naudalenku.ru, where you can get practical advice on tools for remote work.

## **2.5 Purchase of Medicines**

The excitement and concern caused by the spread of the virus lead to increased demand for several medical products, such as medical protective masks, antiseptics, antibiotics and antiviral drugs. At the moment, demand exceeds supply. Capital pharmacies are not able to provide all consumers with the product lines, as mentioned above. Product prices increased almost 4-5 times compared to prices in January. There is a significant increase in speculative actions on the part of users of online platforms that sell antiseptics and medical masks wholesale and retail for 10-12 times more expensive. Due to the shortage of these categories of products in pharmacies, consumers tend to purchase products at an inflated price.

Based on the recommendations of the World Health Organization, many brands implement remote work for their employees. The Ford car brand allowed employees to work remotely and cancelled a large-scale presentation of a new car due to the quarantine. The All-Russian Institute of Scientific and Technical Information decided to transfer employees of all departments to an unknown type of work, except for managerial positions.

## **2.6 The theory of Generations**

Considering the aspect of intergenerational interdependence in this work, it should be noted that «a social generation is a set of people born in the same twenty-year period and having three General criteria: age position in history, which implies experiencing the same historical events at approximately the same age, common, common beliefs and behaviours, and a sense of belonging to this generation». Due to the previously mentioned factors, it can be argued that the responses of respondents from different age categories will have significant differences in the same events and circumstances associated with the modern epidemic. This article examines the generation of "baby boomers" (55-75 years old), generation X (35-55 years old), generation Y (17-35 years old) and generation Z (17 years old and younger), which is still being formed within the aspects and features of modern post-industrial society). Thus, the study of hypothesis 1 consumer purchasing behaviour differs depending on the generation of respondents seems to be extremely necessary analyzed based on the factors presented above.

## **3. Research Methodology**

The research design includes various methods:

- A. Content analysis of secondary sources,
- B. Online survey,
- C. Conducting in-depth interviews,
- D. Case study;
- E. Observation.

**Table 1.** *The effect of the spread of coronavirus in everyday life for respondents.*

Criteria	Generation Z 17 years and younger	Generation Y 17-35 years old	Generation X 35-55 years	Generation of baby boomers 55-75 years old
Not affected	0	16	22	4
Most likely not affected	4	27	13	5
Most likely affected	5	56	17	10
Strongly influenced	4	31	2	2

**Source:** *Authors' own elaboration based on data from from online survey (2020).*

### 3.1 Survey

The survey was conducted using an online questionnaire via the platform Kwiksveys.com. An online survey of respondents of various age categories was conducted. The stratified random sample consisted of 210 respondents, among which strata were allocated by age categories:

1. Generation Z 17 years and younger;
2. Generation Y 17-35 years old;
3. Generation X 35-55 years;
4. Generation of baby boomers 55-75 years old

Thanks to the responses of respondents, it became possible to analyze hypothesis 1 and compare the behaviour of consumers of different generations. The respondents' attitude to various categories of goods and services was studied:

- Cultural events;
- Restaurants, bars and cafes;
- Food;
- Pharmaceuticals and medicine;
- Travel and tourism;
- Transport;
- Education.

It also revealed the attitude to security measures both at the stage of production and at the stage of its consumption, to measures of interstate cooperation to control the spread of the epidemic, to interpersonal interaction, and what channels of communication form the opinion of respondents about the virus. Besides,



respondents indicated their level of concern and changes in their daily behaviour in the context of the epidemic.

### **3.2 Interview**

Twelve in-depth structured interviews were conducted with respondents from each age category. The purpose of the interview was to obtain a personal assessment of each participant, followed by decoding the information received and comparing it with the responses of respondents from other age groups. The interview was conducted with each participant individually.

### **3.3 Content Analysis of Secondary Sources**

The following groups of sources were studied:

Academic sources: Scientific articles of specialized journals (McKinsey, International Journal on Food System Dynamics, RBC); Scientific articles from a polythematic website (cyberleninka.ru). Research reports (RBC, AdIndex, Interfax, Ipsos, Beber marketing). Other media (Vedomosti, Cossa)

### **3.4 Case Study**

The following business situations were considered and analyzed:

- Perekrestok - free food delivery to people of retirement age.
- Lenta - installation of plastic screens and disinfectants on cash registers and information counters to prevent the spread of coronavirus, placement of stickers about the need to keep a distance of 1.5 m from each other.
- Yandex.Eda (Yandex), Delivery Club - contactless delivery method.
- Dodo pizza - delivery of sanitizers and protective masks together with pizza.
- Aeroflot-holders of the Aeroflot Bonus loyalty program status has its privileges extended.
- MEGOGO, Tricolor cinema and TV, Okko, Ivi and Premier - provide the opportunity to watch several movies and TV series for free.
- Yandex.Dzen (Yandex) - run a hashtag #Notboringathome.
- Beeline - launch the Cub app.
- Talenttech - launch of a special project Naudalenku.ru.
- Ford and VINITI - transfer of employees of all departments to an unknown type of work except for managerial positions.

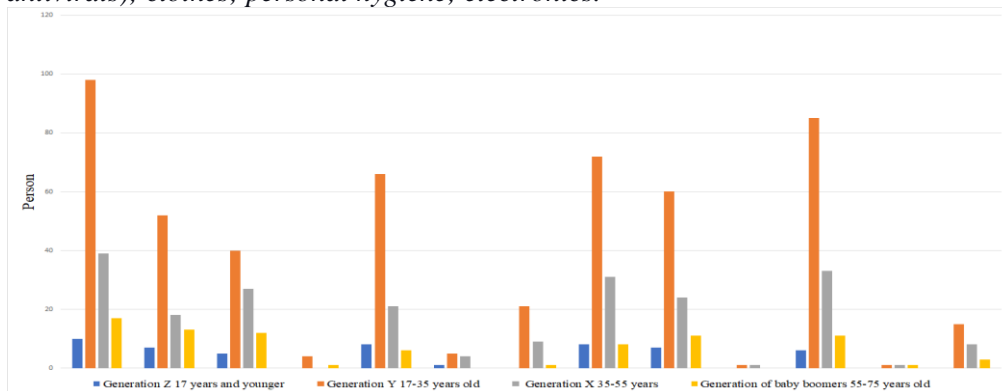
## **4. Results and Discussion**

Firstly, the food category was analysed. For all the considered generations, the leading category of food (canned food, cereals, sugar and salt) in terms of long-term use. Referring to a respondent from the age category of 56-75 years, «these products



last a long time and do not lose their original taste and properties». The second most crucial product category is personal hygiene for representatives of generation X and Y. The importance of medicines may be due to the established model of behaviour, which is that most Russians have a special set of medicines and other first aid at home, and for them, the purchase of the goods mentioned above under quarantine is the most rational. For generation Z -with an equal share of choice are drinks (drinking water) and medicines (first aid), for the Baby Boomer generation is food (meat, dairy products, bread products). The third position is occupied by medicines (first aid) for the age segments 17-35 years and 36-55 years, for the segment up to 17 years - with an equal share of choice are food (meat, dairy products, bread products) and medicines (antibiotics, antivirals), for the segment 56-75 years is food (fish, vegetables, fruit). The fourth most crucial product category is personal hygiene for generation Z, since «all the necessary hygiene products are at home or purchased by parents», beverages (drinking water) is for generation X, medicines (first aid) is for generation Y, for the baby Boomer generation are medicines (antibiotics) and personal hygiene with an equal share of choice (Figure 1).

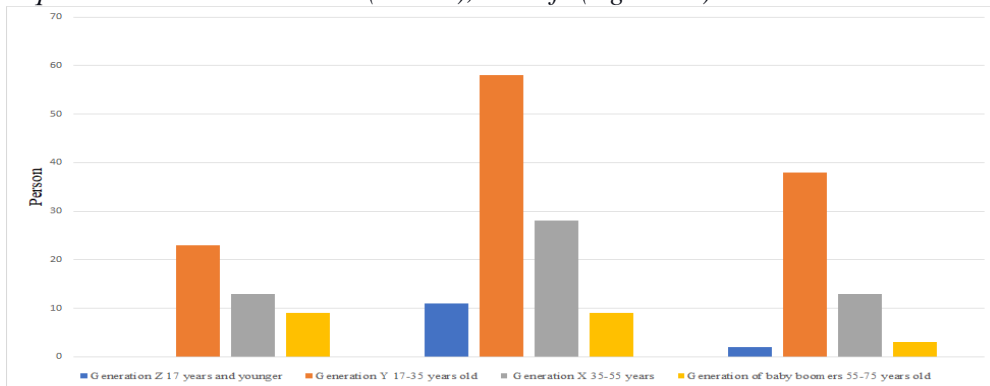
**Figure 1.** Categories of products that respondents would buy for the future: food (canned food, cereals, sugar, salt); food (meat, dairy products, bread products); food (fish, vegetables, fruits); drinks (carbonated); drinks (drinking water); drinks (juices, fruit drinks, nectars); alcohol; medicines (first aid); medicines (antibiotics, antivirals); clothes; personal hygiene; electronics.



**Source:** Authors' own elaboration based on data from from online survey (2020).

It can be clearly seen that the most preferred product categories for the 56-75-year-old generation are food, due to the complex food opportunities during their adulthood. For other generations, these categories differ depending on personal needs, such as maintaining health, following a healthy lifestyle, and other, and economic circumstances, and situations that influenced the formation of personality during childhood and youth. Thus, the consumption of products in sealed packaging appears to be the safest for all the considered generations, which directly affects the frequency of consumption of product categories packaged this way (Figure 2).

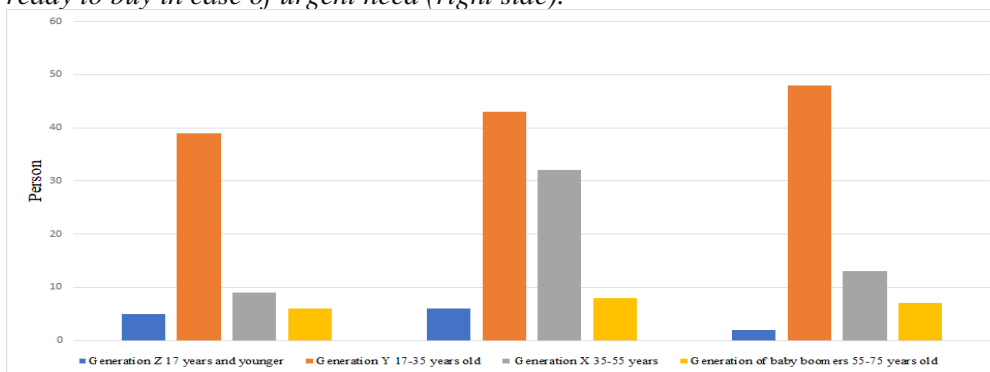
**Figure 2.** Respondents' attitude to safety of sealed packaging: safe (left side), requires control over contents (middle), not safe (right side).



**Source:** Authors' own elaboration based on data from online survey (2020).

Secondly, the pharmaceutical category was analyzed. Regardless of the advertising campaigns and other rumours about the benefits of using a particular drug on the Internet or other media sources, most of the respondents from each age segment did not change the number of purchased products intended to protect themselves from the spread of the virus in the initial stages of the pandemic. The most exceptional willingness to purchase it was expressed by representatives of generation Y and baby boomers, which is related to their personal need to preserve health (Figure 3).

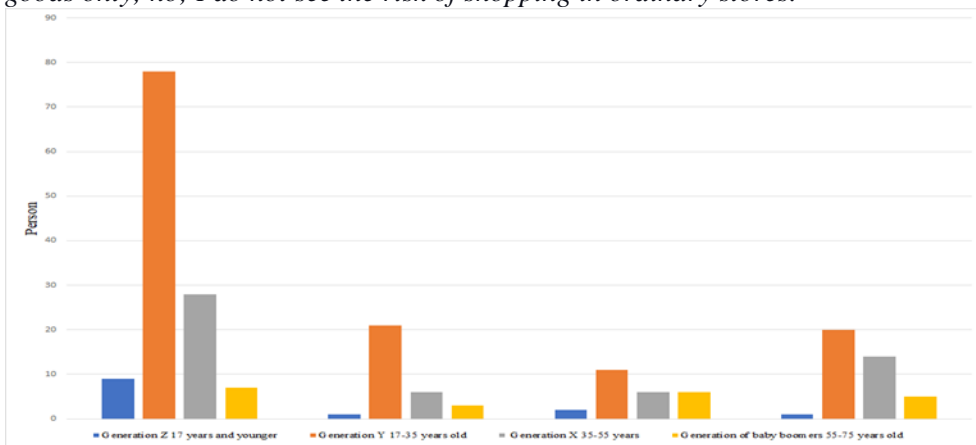
**Figure 3.** The frequency of respondents purchasing products that protect against coronavirus: more often or more (left side), has not changed (middle), they are ready to buy in case of urgent need (right side).



**Source:** Authors' own elaboration based on data from from online survey (2020).

Representatives of all generations, except for the age segment of 56-75 years, expressed a high degree of probability to buy goods online since these respondents «are not familiar with the computer and the Internet to the proper extent». More than 54% said they prefer to stay at home during the quarantine period and go outside in extreme cases (Figure 4).

**Figure 4.** Readiness of respondents to make more purchases online: yes; essential goods only; no; I do not see the risk of shopping in ordinary stores.

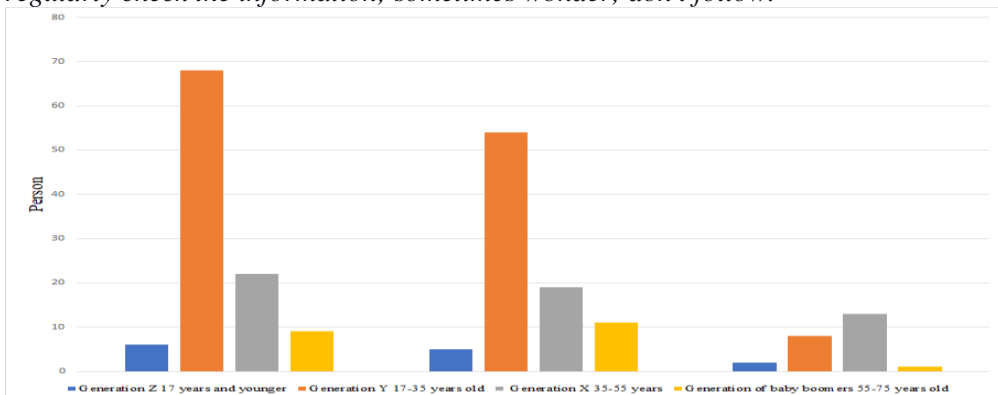


**Source:** Authors' own elaboration based on data from online survey (2020).

#### 4.1 Age Category for 17 Years and Younger

Respondents were interviewed, mostly from Moscow, who is currently studying. Most of them are aware of the spread of the virus and are partially concerned about the current situation (Figure 5). Some respondents regularly check up-to-date information about coronavirus, while others sometimes show interest in events. They noted that the introduction of the quarantine partially affected their daily lifestyle. Most of the respondents seek medical help when secondary symptoms appear, such as an increase in blood pressure. If they have symptoms, they are more likely to seek medical help rather than self-medicate. Respondents of this age group do not intend to take tests for prevention in order to exclude infection even if there are no symptoms.

**Figure 5.** The degree of concern of respondents about the spread of coronavirus: regularly check the information; sometimes wonder; don't follow.



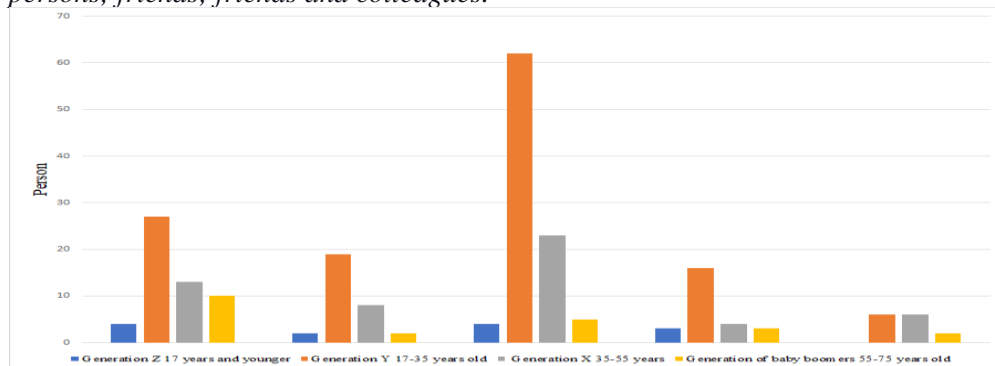
**Source:** Authors' own elaboration based on data from online survey (2020).

More than half of the respondents stopped attending cultural events or began to do so much less often. They supported the ban on holding these events for the duration of the quarantine. Their visits to restaurants and cafes were reduced to a minimum. 69% believe that it is necessary to strengthen control measures over the safety of products imported from countries with the highest number of infected, including China, Italy, Iran and some other countries. Under quarantine, respondents would most likely purchase products for the future, preferably a number of the following products: food (canned food, cereals, sugar and salt), drinking water, and first aid medications and antibiotics.

In their opinion, production in sealed packaging is considered safe only if it is carefully controlled for their contents. The same applies to plastic imported from China (additional hygiene measures). Most of them did not change the frequency and number of purchases of medical products that protect against the possibility of infection with coronavirus. 69% said that they prefer to make online purchases when the virus is spreading.

The same percentage of respondents said that they do not consider travelling to other countries safe. They supported the temporary closure of borders in the event of an epidemic. The most preferred mode of transport is a private car and taxi services; the least preferred is public transport. Respondents consider it a rational measure to postpone meetings with friends who have returned from abroad for a couple of weeks. Many of them (62%) try to avoid tactile communication with each other. More than half of the respondents consider online training and remote access work to be the most preferable. At the same time, they do not approve of the cancellation of classes in schools and higher educational institutions. The most significant influence on the formation of the point of view of respondents under 17 years old is formed by the Russian media and notifications from official organizations (Figure 6).

**Figure 6.** What has the greatest impact on the formation of the respondent's opinion: Russian media; foreign media; notification of official organizations and persons; friends; friends and colleagues.



**Source:** Authors' own elaboration based on data from online survey (2020).

## **4.2 Brands and Companies**

When brands and multinational companies recognize a crisis, they have to begin to respond. The combination of their strategic and behavioural response models will differ from those that would be taken in a standard emergency. In these cases, they are guided by a pre-prepared plan of action. During a crisis, which is characterized by its uncertainty and lack of information that could give an understanding of exactly how to act in the future, companies must conduct a flexible strategy, be able to adapt to rapidly developing circumstances in order to take effective responses. They can include a relatively wide range of actions: not only the establishment of work at home during the quarantine period but also changes in business practices such as the formation and maintenance of new tools designed for more effective and movable interaction with the staff of employees. This can be a useful practice not only for the duration of the epidemic but also in the long term when the crisis is over. During a crisis, managers are required to have a whole set of socially and professionally significant skills that allow them to critically assess the current situation and prevent possible risks.

## **5. Conclusions**

Considering the position of brands and companies, it can be concluded that companies that actively demonstrate and implement the fundamental principles of CSR are able to integrate more smoothly into the emerging market type since they have the opportunity to gain a secure attachment and loyalty from the potential and real target audience. In the context of the spread of the virus, the most tactically and strategically correct were the following decisions of companies:

- A. Redistribute economic costs in the context of long-term planning of competitive measures in the market, which is focused on the basic principles of digitalization.
- B. Track and form trends integrate a set of marketing and management measures for dynamic adaptation to the economic situation.
- C. Due to the growth of online activity, new consumer niches are emerging: sports, home, health — it is essential to track them and offer solutions to consumers. Care about hygiene and health has reached a new level, quality and safety have become crucial for people — it is an opportunity to introduce new services, develop new products and build marketing campaigns around the hygiene of products and their health benefits (or safety).
- D. Analyze the market and purchasing power of its key consumer segments, change the company's pricing policy due to increased unemployment.
- E. Implementation in the practice of methods of forming and uniting the entire loyal community of consumers for the purpose of further personalized communication interaction with them.

- F. Take into account the psychological aspect of the mood of modern society - it is essential to show empathy for customers, support them morally and, as a result, position own products as useful and practical in a crisis.

An essential task for the state during the period of active virus spread is to provide reliable information to citizens using specialized services, mobile applications and hotlines that provide access to new and verified by regulatory authorities information. A crucial part of the overall communication measures is the fight against the spread and integration of false information into the public consciousness, so-called fakes. *“For example, the Investigative Committee opened a case because of a joke video that the coronavirus was created in the state scientific centre «Vector» and deliberately distributed through an explosion and forest fires”* (Cossa, 2020).

## **6. Recommendations**

### **6.1 For Consumers**

Given the state of Russia's domestic economy, consumers should limit unreasonably high consumption of products that benefit from their use only in the psychological aspect of perception. It is recommended to give personal preference to products that can meet basic material needs and have practical advantages over their counterparts. It is necessary to analyze the information presented in the media for critical assessment and formation of own opinion regarding the situation with the spread of the virus, which will directly affect the formation of economically correct behavioural habits. It is crucial to be able to adapt to the trends created by brands because in current conditions they are aimed at reducing personal interaction with other people, which often determines the number of cases of the virus in Russia.

It is necessary to have an economic safety cushion and build a cost-effective chain of interaction with companies by monitoring specialized promotional offers, discount programs and loyalty systems implemented by brands in the context of the spread of the virus.

### **6.2 For Business**

For most brands and companies, the traditional business model underlying the organizational component of the Corporation will change. A set of measures will be implemented to simplify the organization in order to ensure effective and long-term savings of funds by changing the approach to the tool for monitoring employee behaviour. Such aspects of the corporate structure of the organization as the time of arrival and departure from the office, the necessary elements of the dress code and the duration of the time intended for personal disposal will lose their significance in contrast to the control over the quality and results of the labour process. This will lead to a numerical reduction in employees in some cases by a third.

The traditional type of trading will lose its leading position in terms of the frequency of its use by companies as opposed to online trading, retaining its former influence exclusively in the niches of expensive boutiques and supermarkets. There will be a sharp and dynamic growth of the logistics industry. The process of delivering the required product will become more comfortable and accurate in order to maintain loyalty from the target audience by saving their time. Virtual fitting of shoes and clothing will be put into active operation, which will directly affect the need for forming a digital measurement system.

In the field of education, there will be significant growth of MOOC platforms (mass open online courses) in terms of their global distribution. There will be «a rejection of obviously outdated forms of teaching. First of all, from lectures, the form of which has not changed since the XVI-XVII centuries». The implementation of the possibility of listening to an online course will have a whole set of practical advantages over the traditional format of the lecture. In particular, there will be more tools and elements of natively integrated monitoring of the educational process, which will directly affect the quality of learning of the taught material. The use of online technologies provides a potential opportunity for students to influence the formation of taught disciplines within the framework of a specialized educational program by freely choosing courses from well-known Universities and marking them, which will directly affect the selection of potential employees by the employer. It is essential to understand that full adaptation of the educational process to the framework of the virtual environment is impossible since a person is a social being and this will have a negative impact on the quality of forming socially significant skills.

### **6.3 For the State**

The state authorities have taken a set of communication measures, the primary purpose of which was to inform the population at the beginning of the spread of the virus. At the moment, they perform a controlling function, which causes alarm among people. It is crucial to forming an exact mechanism of natural influence on public consciousness in order to prevent mass panic. It is necessary to regulate the mechanisms for monitoring violations of citizens during the introduction of self-isolation by explaining the principle of operation and further use of personal information obtained as a result of the use of this supervisory method in the long term.

It is necessary to review the method of supporting medium, small and micro-businesses in the long-term development of these segments of Russian business since the mass closure of companies and enterprises in these sections generates substantial unemployment due to the need for managers to reduce the number of employees in order to reduce the overall economic costs in the short-term planning period.



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